



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON DC 20350-2000

May 30, 2019

MEMORANDUM FOR CHIEF OF NAVAL PERSONNEL

SUBJECT: Effectively Addressing Misconduct in Personnel Actions

As stated in our Design for Maintaining Maritime Superiority, Version 2.0 and Navy Leader Development Framework, Version 3.0, the Navy demands “best-ever” performance. Top performance from our Sailors can only be achieved through a deliberate, enduring commitment to professional expertise and commitment to being a person of high moral character consistent with our core values of honor, courage, and commitment. This is a high but necessary ethical standard and sets an expectation for personal behavior that far exceeds mere criminal standards.

The vast majority of our Navy strives to achieve this standard every day – they are an inspiration. On rare occasions, there are service members who are unwilling to conform their behavior to our ethical standards. In those disappointing situations, appropriate responsive action must be both timely and just. Our Navy and the American people expect no less. To achieve this, our Navy leaders must have the legal authority, flexibility, and commitment to uphold our standards.

To ensure that our current policies and practices provide the needed authorities and agility, no later than June 30, 2019, you will present me with your assessment of current administrative personnel processes, policies, and practices and your recommendations for change. Bold, creative solutions, that pace with the Navy’s other innovative personnel initiatives, should be considered. In your assessment, please include the following items, as well as any others you deem necessary:

- Standards and processes for review of misconduct at points of accession, reenlistment, promotion, or other transition. Transition points should be an opportunity to review service member records for misconduct or other lapses in ethical judgment to determine if retention, promotion, or any other transition is in the best interest of the naval service. If we do not already have appropriate reviews, set the system in place. If the guidance provided to promotion and advancement selection boards needs adjusting, make a recommendation.
- Officer and Enlisted Administrative Separations. Administrative separations can be a lengthy process. Review the governing authorities and current administrative process to recommend a more professional and efficient system for review of misconduct and assessment of potential for further service.
- Documentation of Misconduct. The methods for documenting misconduct in an official personal record can also be slow and the process is poorly understood. When such documentation is not completed in a timely fashion, or at all, those engaged in personnel actions such as promotions, advancements, and assignments are deprived of the opportunity to know of


SUBJECT: Effectively Addressing Misconduct in Personnel Actions

critical aspects of the member's service. Evaluate the various processes available for the documentation of misconduct, such as fitness reports, Reports of Misconduct, or even processes used by sister Services, such as the General Officer Memorandum of Reprimand, and determine whether Navy's policies and procedures allow for the fair, timely, and efficient documentation of misconduct.

- Evaluate whether the tools we do have are being used appropriately by our leaders. If not, how can leaders be held accountable for not following existing policy regarding documentation of misconduct. In short, if the right information is not in the right hands at the right time, do we need changes to policy, improved use of what we have, or both?

Your efforts should include an assessment of whether changes to existing statutes or regulations are required. You are not limited to the issues identified above. You should coordinate, collaborate, and communicate with Navy staff and the Fleet to identify meaningful, executable, and well researched courses of action.

As necessary, Commander, Naval Reserve Force, the Office of the Judge Advocate General, Commander, Navy Installations Command, and the Chief of Legislative Affairs will inform and support your assessment. Please keep the Navy Inspector General informed of your assessment. Do not hesitate to inform me of how I can help your effort.



J. M. RICHARDSON

Copy to:
VCNO
DNS
CNR
OJAG
CNIC
OLA
CHINFO